



TOWN OF GRAFTON
GRAFTON MEMORIAL MUNICIPAL CENTER
30 PROVIDENCE ROAD

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BOARD OF SELECTMEN
MEETING AGENDA
March 12, 2019
Municipal Center, Conference Room A
7:00 p.m.

CALL TO ORDER

ANNOUNCEMENTS

1. SCHEDULE

- a) Cable Oversight Committee
- b) Grafton Housing Authority
- c) Natures Remedy, Recreational Sales – Bob Carr

2. RESIGNATIONS

3. APPOINTMENTS

Board of Selectmen

- a) MBTA Advisory Board – Designate/Appoint a Local Representative

Town Administrator - None

4. NEW BUSINESS

- a) K-9 Pilot Program
- b) Fire Department Study Committee – Vote to establish Committee & Set Charge

5. SELECTMEN REPORTS / TA REPORTS

6. CORRESPONDENCE

7. DISCUSSION

- a) FY2020 Budget
- b) Town Administrator – Evaluation/Goals
- c) Finance Study Committee

8. MEETING MINUTES

a) [Board of Selectmen – November 6, 2018](#)

EXECUTIVE SESSION

MGL Chapter 30A, Sec. 21(3)

Litigation Update

Litigation Strategy

Union Negotiations

Land Negotiation

Non Union Negotiations

Strategy for Negotiations

Minutes

ADJOURN

SCHEDULE (a) CABLE OVERSIGHT COMMITTEE

As part of the Boards request to meet with Boards and Committees, the Cable Oversight Committee will be coming in to give an overview of what they have been working on and what they expect to be working on in the near future.

Current Membership

Jim Gallagher, Chairman
Rick Schultze, Vice Chairman
Robert Berger, Treasurer
Bob DeToma, Clerk
Robert Hassinger
Corson Wyman
John Kelley

The Cable Oversight Committee's roles are:

- Inform the public about cable television services
- Assess the cable needs of the community
- Communicate and meet with cable company representatives to discuss matters of mutual interest
- Report to the Board of Selectmen on company compliance with the licenses, and supervise the companies responses to complaints
- Respond to citizen's questions regarding the cable systems
- Keep abreast of community programming issues
- Oversee the cable funds and it's use
- Deal with all cable related matters

NO ACTION NECESSARY

SCHEDULE (b) GRAFTON HOUSING AUTHORITY

As part of the Boards request to meet with Boards and Committees, even though an elected group, the Grafton Housing Authority will be coming in to introduce themselves and give an overview of what they have been working on and what they expect to be working on in the near future.

Current Membership

David Robbins, Chairman

Lisa Kelley, Vice Chair

Edward Murphy, Treasurer

James Gallagher, Treasurer

John Kelley

The Grafton Housing Authority oversees housing for the elderly and the disabled as well as low income housing for families.

This housing includes the Forest Lane and Maxwell Drive complexes, which provide 128 apartments for people older than 60 or with disabilities; six units of family housing at McHale Drive and 16 units at Veteran's Circle.

The Authority also owns 20 units of housing on Forest Lane and Providence Road, for people with special needs, although this housing is managed by Alternatives Unlimited.

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SCHEDULE (c) NATURES REMEDY, RECREATIONAL SALES

Bob Carr of Natures Remedy will be attending the meeting to discuss recreational sales at the Millennium Drive location. I've included the link to the Planning Boards Special Permit for background information.

<https://www.grafton-ma.gov/planning-department/pages/modification-special-permit-site-plan-approval-registered-marijuana>

NO ACTION NECESSARY

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APPOINTMENTS (a) MBTA ADVISORY BOARD

The MBTA Advisory Board is updating their membership records. Generally, the Chairman would be the representative however the Chairman may name a designee. This person is a voting member. Each municipality has one vote plus fractions of vote's equivalent to its weighted proportion of the deficit (Chapter 161A, Section 7A). As assessments change, so does the precise weight of each municipal vote.

The board meets approximately 4 times a year. Their next meeting will most likely be in March for the Budget. Meetings are held in the Boardroom of MassDOT, Park Plaza Boston in the morning.

The next MBTA Advisory Board meeting will be held Tuesday, March 26, 2019 at 9:30am. The meeting will be held at the transportation building 10 park plaza 2nd floor, MBTA Board Room. Agenda and materials for the meeting will follow.

MOTION:

I move the board vote to appoint _____ as the town's designee on the MBTA Advisory Board.

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MBTA Advisory Board
MEMBERSHIP LISTING UPDATE FORM

(PLEASE PRINT)

date completed _____

TOWN OR CITY _____

(either) MAYOR OR CHAIRMAN BOARD OF SELECTMEN

When does their Term Expire?(month/year) _____

MAILING
ADDRESS _____

CITY _____ ZIP CODE _____

WORK TEL # () _____ FAX TEL # () _____

EMAIL ADDRESS _____

DESIGNEE APPOINTED TO ATTEND MEETINGS:

ADVISORY BOARD DESIGNEE NAME _____

MAILING
ADDRESS _____

CITY _____ ZIP CODE _____

WORK OR HOME # _____ FAX # _____

(PLEASE SPECIFY) EMAIL
ADDRESS _____

NEW BUSINESS: (b) K-9 PROGRAM

Chief Crepeau will be present to give the Selectmen a brief over view on the proposed Grafton K-9 Pilot Program.

MOTION:

I move the board vote to support the Pilot K-9 Program with an update from the Chief in twelve months.

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Grafton Police Department

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www.graftonpolice.com

Normand A. Crepeau, Jr.
Chief of Police

DATE: March 8, 2019
TO: Timothy P. McInerney – Town Administrator
SUBJECT: Grafton Police K9 Proposal

This correspondence is being sent to emphasize our responses to concerns first addressed in the memorandum sent to you by Lt. Minardi regarding a proposal for creating a K9 program for the Grafton Police Department.

As you are aware, we are fortunate to have Officer Joseph Coggans, a veteran officer hired in 2017 transferring from the Paxton Police Department. Officer Coggans has approximately 15 years of experience as a K9 handler having trained and operated with three different K9's in that time period. When Officer Coggan's left the Paxton Police Department, he was working with K9 *Zita*. *Zita* has been inactive but in his care since that time. *Zita* is a trained and certified patrol/narcotics dog with, according to Officer Coggans, another 2 plus years of service to offer. Because of her break in service however, she would require a short period of time to recertify prior to being utilized for patrol. Officer Coggans indicates that it would take approximately 4-6 weeks to recertify *Zita* on a part time basis. He also indicated that he would conduct such training in lieu of his shift as staffing levels allow. In summary, the department would have a trained and certified K9 at no cost to the town.

In order to be in compliance with FLSA requirements for the maintenance and care of the K9, Officer Coggans would agree to conduct in-service related training and maintenance while working his normal patrol shift as staffing levels permit. He would also be awarded compensatory time for any care and training required while Officer Coggans is off duty. Officer Coggans would be allowed to leave his regularly scheduled patrol shift to assist another community in a mutual aid capacity only if staffing levels permitted and, in the event, he was to respond to another community on his time off, he would receive compensatory time in lieu of pay. Officer Coggans worked under a similar agreement while serving Paxton and he has indicated a strong commitment to remaining flexible in an effort to make the program successful.

To address concerns about the cost of care and maintenance of a K9, it should be noted that it is common among K9 programs to rely on the creation of a gift account or 501(c)(3) organization for the purpose of accepting donations from individuals, local businesses, fundraising efforts and foundations. These donations would cover care, maintenance and training costs for the K9 but not salary related costs associated with the program. Officer Coggans has indicated that several local businesses including the MA Vest-A-Dog Foundation have expressed interest in fund raising efforts to support our program.

I ask that you please review this proposal favorably keeping in mind the considerations outlined as follows:

- Officer Coggans currently has most if not all of the equipment required including a home and vehicle kennel in addition to a trained patrol/drug dog so there is no cost to get the program started.
- Officer Coggans and Zita are a trained and experienced team that would be operational in 4-6 weeks instead of the 16 weeks required for a typical new handler/dog team.
- Fundraising efforts, foundations and grants should cover care and maintenance costs
- Records indicate we have requested and received assistance from K9 units on average of twelve occasions per year from incidents ranging from missing persons searches, dead body search and recovery efforts, suicidal person searches, criminal apprehension, package searches and building clearing. We would undoubtedly use a K9 more frequently if we were to have one more readily available.
- Typically, K9 programs are very popular and well received by the residents they serve and would assist in our community policing efforts.
- A Police K9 is considered a force multiplier and in many cases similar to an additional officer which is advantageous during disturbances and crimes in progress, especially considering it comes at no cost to the department.

Please feel free to contact me should you have any questions or require further information. Officer Coggans would also be made available to meet with you to discuss any concerns.

Respectfully Submitted,



Normand A. Crepeau, Jr.
Chief of Police

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K9 Program

Overtime

- K9 officer will receive 12 hours of compensatory time each month for K9 training and maintenance to address "Garcia" concerns.
- In the event the K9 officer is requested in the town of Grafton while off duty the officer has the option of overtime pay or compensatory time.
- While off duty and requested for mutual aid the officer will receive compensatory time only.
- If the officer is requested for mutual aid while working in Grafton the officer will only be permitted to respond as staffing levels permit and at no time will he respond if staffing levels go below the minimum level set forth in the collective bargaining agreement (currently set at two officers).
- Additional and optional training may be allowed when the officer can attend in lieu of shift assignment without creating staffing shortage.

Budget/Fundraising

- An estimated annual budget of \$3,000 - \$5,000 associated with equipment replacement, optional training, K9 care and maintenance.
- Local business Gibson Kennels has committed to donating all dog food, supplements, kennel and grooming.
- Gibson Kennels committed to fundraising efforts from a customer base estimated to be in excess of 10,000.
- K9 officer will attempt additional fund raising efforts from local sources.
- Additional funding available from Vesta Dog.
- Overall goal is to raise \$3,000-\$5,000 annually.

Veterinary Care

- Currently working on an agreement with Tufts Veterinary Hospital to provide services, **no written agreement in place at this time.**
- Continued care from the current Veterinarian with costs being paid by charitable funds

Cruiser

- Current unmarked cruiser to be upfitted with a kennel which has been donated by Oxford PD.
- Cruiser to be assigned as a "take home cruiser" to be used for K-9 use only
- No personal use of the cruiser will be permitted.

K-9 Use

- Current K9 ZITA has been trained and certified in both Patrol and Narcotics and will require recertification in both disciplines. Patrol recertification is estimated to require 4-6 weeks with

Narcotics recert taking several additional weeks. The initial plan is to focus on Patrol recert to put ZITA in service and work towards the Narcotics recert.

- K9 availability for patrol will allow for assistance with searches for criminal suspects, missing subjects, building searches and various tactical applications
- K9 will be available for use in Community Policing efforts including but not limited to “National Night Out”, school, elder and assorted other civic events.

Vacations

- During vacations or extended periods of time off the K9 will be kenneled at Gibson Kennels or at the current kennel located at the officer’s home with the assistance of local K9 Offices.
- The K9 cruiser will be stationed at police headquarters

K9 ZITA

- ZITA is currently owned by Officer Coggans and upon approval of this agreement would have to be purchased by the town of Grafton for a nominal sum with the agreement that upon her retirement she is sold back to Officer Coggans for the same amount.

Pilot Program

- This is a non-binding agreement for this pilot program with the town having the option to terminate at will.
- In the event the Town agrees to continue the program upon the retirement of Zita a new K9 would be acquired through the support of donations and or grant funding.
- All conditions of this agreement are at the discretion of the Chief of Police or his designee

Grafton Police Alliance Agreement

- The Grafton Police Alliance fully supports this program and does not contest the terms of this agreement.

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NEW BUSINESS: (c) FIRE STAFFING STUDY SUB COMMITTEE VOTE TO ESTABLISH A COMMITTEE AND SET THE CHARGE

(Rescheduled from March 5th)

After discussions relative to the Fire Staffing Study, the board voted to establish a study committee to review the Fire Staffing Study Report completed by Municipal Resources Inc (MRI). A draft charge has been prepared along with the suggested composition of the committee.

MOTION:

I move the Board vote to establish a Fire Department Study Committee comprised of 7 Members; one person from each station, two members in leadership positions with the fire department and two members at large and set the charge as presented.

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OFFICE OF THE BOARD OF SELECTMEN

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*Sargon Hanna, Chairman
Craig Dauphinais, Vice Chair
Jennifer Thomas, Clerk
Bruce Spinney, III
Edward Prisby*

Adopted: March 5, 2019

BOARD OF SELECTMEN CHARGE

NAME: Fire Department Study Committee

MEMBERSHIP: 7 members
One member of each Fire Company (3 total), Two members in leadership positions with the Fire Department, Two Members-At-Large

TIMETABLE: To begin upon appointment for a 1-year term or until the Committee has met its charge and disbanded by the Board of Selectmen. Expected that the charge will take 6-9 months to complete.

Section 1. The Board of Selectmen shall establish and appoint a committee to be known as the Fire Study Committee, composed of 7 members as described above. Members should have some experience and knowledge with public safety operations.

Section 2. The Committee shall review the Fire Staffing Study Report completed by Municipal Resources Inc. (MRI) The Committee shall analyze the objectives and recommendations made in the report (attached to this document). Committee shall recommend and prioritize the implementation of these recommendations and present such findings to the Board of Selectmen.

The Committee shall consider the following strategy in reviewing the report:

- Approach recommendations strategically and in a systematic manner.
- Use them as the basis for the development of a long-range strategic plan for change and improvement.
- Break them down into reasonably sized components. Categorize them as short-term and long-term and/or high-priority and low-priority. This will allow a clear implementation plan to emerge that considers things such as which items can be accomplished within existing resources, and which items will require additional funding and/or time to accomplish in the coming years.

- Refer to them when making various recommendations, check them off as they are accomplished, revise the plan as necessary moving forward just making sure to maintain forward progress and most importantly, recognize the positive achievements publicly.

Section 3. The Committee shall hold at least two (2) public hearings prior to submitting their findings to the Board of Selectmen to hear concerns, questions or other recommendations from the community on this matter. There will be others who have an interest in these meetings that are not able to serve on the committee. Every attempt should be made to include comments from those who attend meetings. The easiest way to ensure this is to include a “public comment” section on each agenda.

Section 4. Findings shall be presented at a formal meeting of the Board of Selectmen and written recommendations for implementation should be provided. The Board will discuss and decide on a path forward in consultation with the Town Administrator.

Attached to this document are the MRI objectives and recommendations that were a part of the staffing study report. This document will be made available electronically to all members of the committee.

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Fire Staffing Study Objectives and Recommendations as prepared by Municipal Resources Inc.

MRI proposes the following recommendations as a roadmap for initiating the significant change that needs to occur in the department.

Objective #1: The Board of Selectmen and Town Administrator should take an active role in setting appropriate goals and a vision for the Fire Department. Town officials should include residents and the department in an open and honest discussion within the goal-setting process. This process could provide the foundation for the formation of a long-range strategic planning committee comprised of a cross-section of community stakeholders.

Objective #2: The Board of Selectmen and Town Administrator should establish an annual goal-setting workshop with the Fire Chief to develop the sense of common vision necessary to improve the department and the quality of fire and rescue services the Town receives.

Objective #3: The Fire Chief should begin to develop a formal process for developing a long-term vision for the fire department. Part of this process should be the development of a mission statement to properly and accurately reflect the department's overall mission within the community. In addition, a vision statement along with a set of core values should be developed by utilizing the input of department stakeholders. Although this is a time-consuming process it serves as a foundation to set a common direction for the organization.

Objective #4: The Town Administrator and the current Fire Chief should start the process of planning for the retirement of the current Chief and the position transitioning from on-call to full-time career status.

Objective #5: The Grafton Fire Department must increase the monthly training hours required and implement an aggressive, and mandatory, back to basics fire training program for all personnel that is based on Massachusetts Fire Academy's call and volunteer basic skills program. This action should include a training effort that is designed to refresh all personnel on the 85 specific "non-fire" hands-on skills and 20 "live fire" skills required for basic level certification. Contrary to the opinion of some personnel, "the department can, and MUST require members to training if they want to maintain active status".

Objective #6: Conduct a comprehensive review of existing training records. The Fire Chief should meet individually with each member to review the training file and develop a prescriptive training plan.

Objective #7: A concerted effort should be made to improve the department's information management, data entry, and statistical development capabilities.

Objective #8: The Fire Chief should form a committee for the purpose of putting together an aggressive and wide-ranging program for recruitment and retention of call personnel. While a long-term strategy to address this issue needs to be developed there are also short-term actions that can be taken to try to immediately re-motivate existing members of the department in an attempt to improve their participation and ultimately the department's operations.

Objective #9: The Fire Chief, assisted by a committee comprised of a cross section of department stakeholders, should begin the development of a standard operations procedures/guidelines (SOP/SOG) manual starting with mission critical procedures such as, but not limited to, basic engine company and truck company operations, dwelling fires, commercial structures, rapid intervention team operations, personnel accountability, gas leaks, hazardous materials incidents, ice rescue, vehicle extrication operations, and thermal imaging camera, automatic external defibrillator use, and EMS protocols and procedures. The committee should be given whatever support is necessary to complete at least a basic manual within one year.

Objective #10: Based upon the foundation that currently exists and building upon the results of the recommendations contained in this report, the Town of Grafton and Grafton Fire Department should develop a formal process for implementing a long-term vision for the department and developing a strategic plan.

I.SUMMARY OF RECOMMENDATIONS

COMMUNITY RISK ASSESSMENT

II-1 The Town of Grafton should make it a priority to complete a comprehensive fire and rescue community risk assessment. This assessment should be done in conjunction with a fire and EMS calls for service demand analysis, and, take into consideration the Fire Department's current operational capabilities and preparedness, as well as, the community's level of service expectations.

II-2 The Grafton Fire Department should work to develop and implement an internal risk management plan following the recommendations of NFPA 1500, Standard for a Fire Department Occupational Safety and Health Program, and, NFPA 1250, Recommended Practice in Fire and Emergency Services Organization Risk Management.

II-3 The Town of Grafton should strongly consider adopting a municipal bylaw requiring the installation of an automatic fire suppression systems, or, fire water supply cisterns in any new development consisting of three or more homes or, for any individual home of larger than a designated square footage, in the areas of the Town that are not covered by the municipal water supply system.

II-4 The Grafton Fire Department should develop a compelling public education program that includes discussing the benefits of installing residential fire sprinklers in new one- and two-family dwellings. Though Massachusetts's construction codes do not allow residential fire sprinkler systems to be mandated, there is no prohibition for property owners to install them if they determine that it is in their best interest.

ORGANIZATIONAL STRUCTURE, MANAGEMENT AND ADMINISTRATION

III-1The Town of Grafton should take steps to streamline the oversight and direction of the Grafton Fire Department by abolishing the Board of Fire Engineers and place full control, direction, and supervision, of the Fire Department under the control of the Town Administrator the same as the other town emergency services. It is MRI's belief that the BOFE does not provide the appropriate level of checks and

balances to properly and transparently oversee the operations of a 21st century fire department and should be relegated to the history books.

III-2 The Town of Grafton should revise the department's overall table of organization to clearly delineate the chain of command and make it more effective by identifying exactly who reports to who and what the hierarchical relationships are (Figure III-1).

FIGURE III-1: PROPOSED GRAFTON FIRE DEPARTMENT TABLE OF ORGANIZATION

III-3 Managing, administering, and leading, a modern-day fire department requires a complex set of knowledge, skills, abilities, training, and experience. As a result, the Town of Grafton should make the position of Fire Chief a full-time, career position. This Chief should be a working chief, that is one who responds to most emergency incidents and takes an active hands-on role in incident mitigation. In conjunction with the current Chief, they should begin a succession planning process to begin looking toward the future and the changes that will bring to the department. As part of the preparation for this process, the Town should start the development of a comprehensive job description for the new Chief, including determining the necessary qualifications. As this position will be a working Chief, in addition to being mentally and physically capable of performing the job, suggested qualifications should include certification as a firefighter, fire officer (preferably be chief officer certified), and EMT, and possess Massachusetts fire prevention Level II credentialing. In order to recruit and attract quality candidates, the salary should be comparable to surrounding communities.

III-4 The position of full-time, career Fire Chief, although reporting to the Town Administrator should be designated a "strong" fire chief. For the Town to attract and retain a high-quality Chief, he/she must have a significant level of autonomy to lead and manage the department, including at times making unpopular decisions, without undue political influence, or even meddling, as may be more inclined to occur with a "weak" Chief who would be more susceptible to these pressures. The Town and the Chief should negotiate a strong personnel services contract to ensure that the interests of both parties are properly addressed and protected.

III-5 Prior to the retirement of the current Chief, and possibly utilizing the services of a professional consulting firm, through a variety of evaluative and assessment measures the Town should attempt to select for their next Chief, a leader who possesses the ideal combination of assets they have identified as necessary to meet the unique needs of the Grafton Fire Department to lead it through this critical transition process.

III-6 All officer positions, from lieutenant to fire chief, should be filled based upon the person's firefighting/emergency services training, certifications, and experience commensurate with the position being sought, along with successful completion of a formal, rank appropriate assessment process, and a basic practical skills evaluation.

III-7 All officers should have one or more administrative duties/responsibilities to assist the Fire Chief with the department's overall management, in addition to their normal emergency scene operational duties and station management responsibilities.

III-8 The Town of Grafton should consider increasing the annual financial stipend for each of the call officers to compensate them for the time involved with assisting with the management of the Fire Department. However, with this increased stipend must come increased expectations and accountability.

III-9 As part of the succession planning process, the next Fire Chief should work to implement a career development program to ensure that all officers can perform their superior's duties, as well as, identify the core future leaders of the department.

III-10 Based upon the recommendations contained in this report, the Town of Grafton and Grafton Fire Department should develop a formal process for implementing a long-term vision for the department. An early part of this process should include the development of a formal mission statement, vision statement, and set of core values. Well-designed mission statements should properly and accurately reflect the department's overall mission within the community. Vision statements identify the very reason for the department's existence and help to ensure that all personnel are working toward the same goals, or are proverbially, "all rowing in the same direction". The development of core values helps to establish what the department and its membership stand for.

III-11 The Grafton Fire Department mission statement should be prominently displayed in each station along with the vision statement and core values (Figure III-2).

FIGURE III-2: SAMPLE MISSION, VISION AND CORE VALUES PLAQUE

III-12 The Grafton Fire Department should form a committee to develop a comprehensive rules and regulations document that identifies anticipated, acceptable/ permitted, and prohibited behaviors. This document should be distributed to and signed for by each member of the department. It will also provide important guidance to new personnel.

Some suggested sections for the rules and regulations could include, but are by no means limited to:

- A preamble
- Department vision statement and mission statement
- Purpose of the rules and regulations
- Organization
- Membership requirements
- General rules of conduct
- Officer qualifications and selection (may just reference current department procedure)
- Officer duties and responsibilities
- Chain of command
- Uniforms and grooming
- Discipline
- Other areas that may be agreed upon for inclusion

III-13 The Grafton Fire Department should form a committee as soon as possible to begin development of a comprehensive department standard operations procedure (SOP) manual, starting with mission critical procedures such as, but not limited to, Structure Fires, Basic Engine Company and Truck Company Operations, Rapid Intervention Team Operations, Personnel Accountability, Vehicle

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Extrication Operations, and Thermal Imaging Camera and Automatic External Defibrillator Use. The addition of numerous other procedures covering routine administrative operations and training procedures should then follow. The committee should be comprised of members of each rank. Due to the urgency of this task, and its significant importance to the department's future success, the committee should be given whatever support is necessary to complete this task within one year. If necessary, outside professional assistance is available to assist with facilitating this endeavor.

The general set up and organization of the manual is a very important consideration and the department must insure that the manual/system is easy to utilize and cross reference the necessary procedure. If personnel are going to be required to learn and adhere to the department's procedures, then the format, organization, and the filing of them must be user friendly, otherwise they will sit on a shelf unused.

The first operational procedure should identify and explain the components of the Written Communications System, including the use and organization of the SOP Manual and other components of the system such as standardized forms. This procedure should also contain a provision that the entire SOP Manual will be reviewed on at least an annual basis and that updates and revisions can/will be made at any time, as necessary. All procedures/revisions should be approved and issued after being signed by the Fire Chief.

III-14 The Grafton Fire Department should adopt a standardized SOP form that includes the following information:

- Title of the SOP
- Number of the SOP
- Category of the SOP (EMS Operations, Training, Administration, etc.)
- Page number and total number of pages
- Effective date
- Revision date (if applicable)
- Approval/signature of the Fire Chief

If a procedure is reissued with only minor to moderate revisions it can carry the original issue date with the revision date also noted. Revisions from the previous version should be identified by some means within the revised document. Full-scale revisions to a procedure should result in it being reissued with a new issue date.

Each SOP should, at a minimum, contain the following sections:

- Purpose
- Scope (If necessary and/or appropriate)
- Definitions of terms (If necessary and/or appropriate)
- Procedure(s)/Main body
- References (If necessary and/or appropriate)

III-15 The Grafton Fire Department should develop and implement a procedure that provides for the documented review of policies, procedures, general orders, training and/or safety bulletins, etc. that

includes a provision requiring each member of the department to sign that they received the document, have read it, and understand it.

III-16 The Grafton Fire Department should institute a process for issuing general orders, which are directives and/or special instructions that cover various facets of department operations but can be quickly issued as needed. They may cover a particular period of time regarding a special situation or may provide a temporary procedure pending development and issue of a full operational procedure.

Also included in the system should be training bulletins that would be issued to serve as reference regarding tested and approved methods of performing tasks; safety bulletins, that are issued to serve as references about general and specific safety and health issues; and informational bulletins that are published for the general knowledge of recipients. A numbering system should be implemented to keep track of these documents for indexing and future reference purposes.

III-17 The Grafton Fire Department should develop an effective system for ensuring that any new standard operating procedures, general orders, training bulletins, safety bulletins, and informational bulletins are distributed to all personnel and stations. Electronic communications are highly recommended as the method of choice for distributing departmental communications and documents.

III-18 Since Town policies and personnel regulations apply to all town employees, this material should be made available in each station (or on line), and policy training should be conducted on a periodic basis for all personnel.

III-19 The Grafton Fire Department should immediately develop a comprehensive respiratory protection plan in accordance with 29 CFR 1910.134, and a blood borne pathogens/exposure control plan in accordance with 29 CFR 1910.1030. Appropriate SOPs that implement various components of these plans should also be developed. Annual training as required, should be provided to all personnel.

III-20 The Grafton Fire Department should take immediate steps to ensure that the department's RMS is utilized for all aspects of the department's management, operations, and recordkeeping, including incident reporting, training, inventory, fire prevention and inspections, maintenance, staffing and scheduling, personnel, and pre- fire planning. For records such as personnel records, training records, fire prevention inspection records, and vehicle and equipment maintenance records, efforts should be undertaken to retroactively enter critical data. To the extent possible, information that is stored in databases other than the Fire Department RMS should be moved to the RMS database.

III-21 For many types of records, hard copy files must also be maintained, in addition to electronic ones. This includes vehicle, station and equipment (hose, ladders, pumps, SCBA, hydraulic rescue equipment, etc.) inspection, testing and maintenance records, personnel and training records, and fire prevention records, to name just a few. In conjunction with the comprehensive use of the RMS regarding all aspects of fire department operations, the Grafton Fire Department should also insure that all pertinent hard copy records are correctly, and completely organized into appropriate files into some type of recognized and consistent filing system.

III-22 The Town of Grafton and Grafton Fire Department should take steps, as soon as possible, to establish a department or town e-mail account for every member of the fire department. The Fire Department should also concurrently develop a procedure that requires every member of the

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department to check their e-mail at least weekly. Establishment of the e-mail accounts and this procedure will significantly improve communications and flow of information within the department. Documents that could be sent out electronically include, but would certainly not be limited to, training announcements, schedules, meeting/assignment announcements and reminders, and once implemented, components of the department's written communications system such as Operational Procedures, General Orders, Training Bulletins, Safety Bulletins, and Informational Bulletins.

EMERGENCY OPERATIONS

IV-1 The Grafton Fire Department should establish a formal pre-incident planning program with the goal of having an up to date pre-plan for every business and commercial occupancy (including schools, churches, etc.). The purpose of a pre-incident planning program is to develop a fire/emergency response plan for buildings in the Town. A pre- fire/incident plan includes data such as the occupancy type, floor plans, construction type, hazards to firefighting, special conditions in the building, apparatus placement plan, water supply plan, and forcible entry and ventilation plan. Pre-planning will improve the firefighter knowledge of the specific tactics needed to handle a fire or other emergency at a facility and will alert them to on-site hazards and risks. Pre-fire/incident plans should be reviewed regularly and tested by periodic table-top exercises and on- site drills. It is recommended they utilize a cloud-based system that utilizes Ipad in apparatus, and other vehicles to enhance response capability by providing the information for use enroute to an incident and while on scene.

IV-2 When there is a report of a structure fire, or smoke in a structure, a full structural response should be automatically initiated. This would include the immediate, and automatic, response of several departments. Although cultural resistance should be expected, this is a common and successful practice employed in many smaller communities that have more limited response capabilities.

IV-3 In consultation and cooperation with its neighboring departments, the Grafton Fire Department should enter into automatic aid agreements that specifies the number and types of resources that should be dispatched to various types of reported emergencies. While the recommendations contained in this report can be adjusted/revised based upon a risk management process or pre-fire/incident plan, these processes take time. In the interim, MRI recommends that additional resources be dispatched to structural fire and emergency incidents.

IV-4 The Grafton Fire Department should implement a procedure that mandates the use of the I am Responding system by all personnel who are responding to an incident. This is particularly important during the day when the number of available personnel is very limited.

IV-5 The Grafton Fire Department should enhance its safety culture and emphasis through the establishment of a formal fireground/incident safety officer program. All department officers should receive safety officer training, obtain safety officer certification, and an operational procedure should be implemented that results in a guaranteed response of additional chief officers on every working/all hands incident.

IV-6 Working in conjunction with the Grafton Police Department dispatch center, the Grafton Fire Department should implement a procedure to provide for the dispatch center to provide interval time checks to the incident commander, for the incident commander to provide status reports, and as necessary PAR reports.

IV-7 The Grafton Fire Department should develop a SOP specifying what information and times are necessary for the dispatcher to enter onto a fire incident report prior to the report being passed to the fire department. In order to develop the most accurate statistical database, all response time data should be entered into the appropriate National Fire Incident Response System (NFIRS) incident reporting database in a precise manner (hours/minutes/seconds). In order to accurately assess each component of overall response time, call processing time – turnout time – response time, these times should each be entered separately, and into the appropriate category in the NFIRS database.

IV-8 The Grafton Fire Department should immediately adopt an SOP that mandates that the incident report shall be completed by the incident commander (IC), or his/her designee, immediately upon completion of the incident. Should the IC designate someone else to complete the report for them, he/she is still ultimately responsible for the proper completion of the report and should review and approve it at their earliest convenience.

IV-9 The Grafton Fire Department needs to significantly improve their data gathering procedures and their ability to generate statistics regarding a wide range of their operations.

IV-10 Although more stringent than the requirements found in Table 4.3.2 of NFPA 1720 for suburban communities, through the utilization of automatic mutual aid agreements with neighboring communities, the Grafton Fire Department should attempt to achieve a goal of having a minimum of 14 personnel on the scene of any reported structure fire within 10 minutes or less.

IV-11 The Town of Grafton and Grafton Fire Department should attempt to significantly improve its initial unit on scene response times.

STAFFING, RECRUITMENT & RETENTION

V-1 The Town of Grafton and Grafton Fire Department should establish reasonable minimum response and training benchmarks for a member to continue to be designated as an active member in good standing. Four hours per month of training and 25% of all calls would be reasonable starting points. They should then conduct one-on-one interviews with all current members to determine their ability and/or willingness to meet these requirements. Personnel who will not or cannot should be placed into inactive status.

V-2 The Town of Grafton and the Grafton Fire Department should apply for a federal SAFER grant for on-call recruitment and retention. This grant should be utilized to develop a comprehensive marketing program to attract new members, and provide incentives for the retention of those personnel such as tuition reimbursement, health care benefits, tax abatements, etc.

V-3 The Town of Grafton should recognize that the only way to develop a more active and properly staffed Fire Department in the absence of hiring a large force of career firefighters is to determine what would motivate potential responders (including current ones) and craft a program of investment that meets these extrinsic and intrinsic needs.

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V-4 The Town of Grafton should convene a focus group to determine what concepts and recruitment and retention strategies are feasible and most attractive to both current members and potential candidates.

V-5 The Grafton Fire Department should make it a priority to develop an active on-call recruitment program led by a ranking call officer. At a minimum this program should consist of:

1. Developing a recruitment brochure and mailing it to all residents.
2. Holding periodic open houses at the fire station.
3. Performing public outreach and advertising through the local media.
4. Contacting community and service groups.
5. Developing an eye-catching banner on the Town's website and the Friends of the Grafton Fire Department Facebook page.
6. Placing signs recruiting call personnel at the main entrances to Town.
7. Placing a temporary signboard at various locations within the community.
8. Placing signs recruiting call personnel in Town buildings and local businesses, particularly high-volume locations.
9. Placing lawn signs recruiting call personnel at locations throughout the community.
10. Implementing a fire explorer program.
11. Maintaining an active presence in the local high school.

The proposed SAFER Grant could be utilized to cover many of these expenses.

V-6 The Grafton Fire Chief should develop a social media presence and involve other members of the department in this endeavor.

V-7 The Town of Grafton and the Grafton Fire Department should attempt to enter into partnerships with local businesses to allow their personnel to respond, when needed, to emergency incidents during working hours, without any financial penalty.

V-8 The Town of Grafton should explore the feasibility of utilizing, and in fact encouraging, town employees to perform "dual roles" by serving not only in their full-time positions but also serving the Town as call firefighters and/or rescue personnel. Caution is needed here though as there are provisions of the Fair Labor Standards Act that would be applicable, particularly, if these personnel respond to incidents during times when they are not working.

V-9 The Town of Grafton should consider the development of a program that would provide active responders with the opportunity to obtain health insurance. The Town should pay a graduated percentage of this program based upon participation levels suggested in Figure V-7 including that a minimum number of hours of training be completed.

V-10 The Grafton Fire Department should seek assistance from the Massachusetts Call and Volunteer Firefighters Association (MCVFA) relative to enhancing recruitment and retention efforts in Grafton.

V-11 The Town of Grafton should consider hiring one full-time fire lieutenant who along with the Fire Chief, captain and the response of a per diem on-call firefighter would provide a four-person crew to insure guaranteed, timely, and qualified, response to day time emergency incidents and augment staffing at the time when most call members are least available to respond. With four personnel available for immediate response, supplemented by available call firefighters the department would much more frequently comply with the initial fire attack requirements recommended by NFPA, and required by OSHA.

V-12 The Town of Grafton and Grafton Fire Department should consider implementing a duty crew system whereby the department will be divided into two or three duty crews. Utilizing their own separate dispatch tone, the duty crew would be dispatched to minor incidents reducing the need for the entire department to respond. An alternative duty crew system would have a crew of four personnel on duty in the station during designated hours.

Under the duty crew system, the entire department would be dispatched and respond to potentially serious incidents such as any type of reported fire, rescue incidents, etc.

V-13 The Grafton Fire Department should work to develop statistics that indicate the frequency with which the department is able to comply with the requirements of NFPA 1720, and, the average number of call personnel who respond to each incident. These statistics should be further broken down by weekday daytime (normal working hours 7:00 AM to 6:00 PM), weekday night time (6:00 PM to 7:00 AM) and weekends.

V-14 As primarily call organizations where personnel respond from various locations upon receipt of an emergency incident dispatch, the Grafton Fire Department should mandate that personnel responding to incidents announce their response through the "I Am Responding" system. This will allow officers to better assess their available staffing in relation to the nature of the incident they are responding to.

TRAINING

VI-1 Should the Town of Grafton adopt the recommended organizational structure for the Grafton Fire Department, one of the duties of the full-time captain should be to develop and supervise the department's training program.

VI-2 The Grafton Fire Department should conduct a comprehensive and formal training needs assessment for the purpose of determining training program priorities. Part of this needs assessment should be an initial evaluation of the current basic skills proficiency of ALL department personnel.

VI-3 Based upon the results of the needs assessment, the Grafton Fire Department should begin the development of a comprehensive training program that addresses, but is not limited to: applicable OSHA training, recommended NFPA training, every operational mission and responsibility of the department, and specialized training including personnel/officer development. The training should comply with accepted and/or recommended practices and standards, should include standardized evolutions, and should be consistent with newly developed and/or updated operational guidelines and Standard Operating Procedures (SOPs).

VI-4 Formal training of some type, lasting a minimum of two hours, should occur weekly. The training should be lesson plan driven, and when appropriate, EMT continuing education credit hours should be applied for through the state Office of EMS. Additional opportunities for training can be found during related activities such as weekly/monthly apparatus and equipment inspections, and, building pre-planning activities.

VI-5 Additional, high intensity training on various subjects, including periodic live fire training, should be conducted on a quarterly or semi-annual basis at a formal fire academy where appropriate training facilities, structures, and props are available.

VI-6 All Grafton Fire Department personnel should be required to complete a minimum of 48 hours of documented training per year (an average of 4 hours per month) including all mandatory training.

VI-7 Training should be delivered and/or conducted utilizing formal, standardized lesson plans that include objectives and performance criterion. However, when this is not possible or practical (a frequent occurrence in the fire service), a detailed description of the training should be included in the narrative section of the training report.

VI-8 All training that is conducted, no matter how brief or inconsequential it may seem, MUST result in the completion of a formal training report. Training reports should include the date, time training commenced, time duration of the training, the instructor, the officer in charge, names of all personnel trained, and include a detailed description of the training or reference the formal lesson plan utilized. All persons trained should sign or initial either a printed hard copy of the training report, or if this is not practical, a sign in sheet should be attached. The officer in charge, and when possible, the instructor, should also sign the hard copy training report.

A formal operational procedure on the completion of training reports should be developed. The training module of the department's RMS should be utilized for completion of training reports and to assist with the development of a training database, keeping track of certifications and related lapse dates, etc.

VI-9 The Grafton Fire Department should develop a separate training file for each member that can provide a supplement to the member's main personnel file. The training file should, at a minimum, include all course completion certificates, professional certifications, skills performance evaluation sheets and reports, and an annual summary of completed training.

VI-10 As part of the development of a new comprehensive training program, the department should implement periodic basic skills proficiency evaluations for ALL personnel. These proficiency evaluations, consisting of standardized evolutions, can be based upon recognized standards and benchmarks, in

conjunction with performance criterion and benchmarks established through evaluation of, and based upon, Grafton Fire Department operations and procedures.

VI-11 In order to assist with the large amount of training that needs to be done, and in recognition of their important role in the delivery of training and the success of the program, the Grafton Fire Department should provide fire instructor training for any members of the department who wish to take it. All officers should be formally certified at Fire Instructor Level I.

VI-12 The Grafton Fire Department should insure that all department members are trained/ certified to the minimal NIMS level required for their duties/responsibilities and ranks. The department should also further enhance the level of incident management training provided to the members of the department. In addition to the basic I-100/I-700 training mandated, it is MRI's recommendation that all personnel be trained to the ICS- 200 level. All officers should be trained to the ICS-300 level. All chief level officers should be trained to the ICS-400 level.

VI-13 The Grafton Fire Department should strongly encourage its officers to obtain a certain level of fire officer certification as a job requirement such as Fire Officer I for lieutenant, Fire Officer II for captain, Fire Officer III for deputy/assistant fire chief, and Fire Officer Level IV for fire chief.

VI-14 The Grafton Fire Department should require that all officers be certified as Incident Safety Officers. Additional personnel who may be interested should be encouraged to take this training and obtain this important firefighter safety certification.

VI-15 The Grafton Fire Department should encourage personnel to seek additional training on their own, and to the financial and practical extent possible, send personnel to outside training opportunities. Information gained at this training can then be brought back and delivered to other members of the department. Training reports should be completed for all this training, and copies of any certificates earned should be placed in the member's personnel and training files. A training board should be placed in each station where upcoming training opportunities can be posted for all personnel to review. These opportunities should also be posted on the department's website and could be e-mailed to every member once addresses are established.

VI-16 The Grafton Fire Department should seek annual funding in the training budget to upgrade its training resources such as manuals, DVDs, and subscriptions to other available training resources.

VI-17 The Grafton Fire Department should, as part of its written communications system, develop Training Bulletins which would be issued to serve as reference regarding tested and approved methods of performing various tasks and Safety Bulletins which should be issued to serve as references about general and specific safety and health issues.

FACILITIES AND APPARATUS

VII-1 All three Grafton fire stations should be equipped with carbon monoxide alarms. These important life safety devices should be installed as soon as possible.

VII-2 The Town of Grafton should include fire and personnel safety upgrades to the North and South Grafton fire stations in future capital improvement plans. These upgrades should be based upon the projected long-term use and mission of each of the stations.

VII-3 The Grafton Fire Department should consider installing surveillance camera systems at all three fire stations. These systems should be monitored by the Police dispatch “radio room”. Since these stations are normally not staffed, this would allow a dispatcher to monitor the facilities and communicate with visitors to the station that may require assistance.

VII-4 The Grafton Fire Department should replace the air compressor at Station 2, to allow the apparatus deployed from there to be connected to air shore lines to maintain air system pressure between responses.

VII-5 The Grafton Fire Department should ensure that appropriate tests and inspections are conducted as required/recommended, and that records are maintained for all systems in their facilities such as fire suppression systems, fire detection and alarm systems, and emergency generators.

VII-6 The Grafton Fire Department should maintain records of all repairs conducted at each station, as well as costs associated with maintaining each station, in order to assist in the annual budget process and in long-term capital improvement planning.

VII-7 The Town of Grafton should formally adopt – and follow – the capital apparatus replacement plan found in the Town of Grafton, Massachusetts Fire Department Fire Apparatus Fleet Review and Assessment prepared by Emergency Vehicle Response Fire Protection Consultants in 2016.

VII-8 The Grafton Fire Department should continue equipping new pumping apparatus with compressed air foam system (CAFS) capabilities to improve fire knockdown capabilities, especially in limited staffing conditions.

VII-9 As an alternative to the engine/water tower apparatus recommended by EVR, the Town of Grafton should give consideration to the acquisition of a true “quint”¹⁸ apparatus that has a 75’ aerial ladder and is configured to also fully function as a fire pumper.

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Figure VII-21: A Quint such as this one in service in Springfield and equipped with a 1500 gallon per minute pump, 500-gallon water tank and 75' aerial will more than adequately meet the Grafton Fire Department's operational needs and provide the community with a versatile, multi-function vehicle particularly in limited staffing conditions and when responding as the first out unit and "engine" to many incidents.

(Photo: Mass Fire Trucks)

VII-10 The Grafton Fire Department should ensure that all fire apparatus pumps are serviced, inspected, and tested at intervals no greater than 12 months apart, in accordance with NFPA and ISO standards. All tests conducted, results including deficiencies noted, and any corrective action taken should be documented.

VII-11 The Grafton Fire Department should ensure all department aerial and ground ladders are serviced, inspected and tested at intervals no greater than 12 months apart, in accordance with NFPA standards. All tests conducted, results including deficiencies noted, and any corrective action taken should be documented.

VII-12 The Grafton Fire Department should ensure that all department hose is inspected and tested, at intervals no greater than 12 months, in accordance with NFPA and ISO standards. All tests conducted, results including deficiencies noted, and any corrective action taken should be documented.

VII-13 The Grafton Fire Department should develop a complete inventory of all department equipment, review compliance with NFPA criteria (including the proper organization and mounting/securing of equipment in crew cabs and compartments) and assess the department's own operational and equipment needs. The inventory should be updated at least annually to ensure that it is current.

VII-14 The Grafton Fire Department should adopt a policy of purchasing new NFPA 1901 compliant equipment when new apparatus is purchased. This policy will ensure that equipment is the most technologically up-to-date and that it is safe and functional. It will also make it possible to keep reserve apparatus fully equipped for immediate use.

VII-15 The Town of Grafton and Grafton Fire Department should establish a formal replacement plan for equipment. The regular replacement of large cost items such as hose and SCBA on an incremental basis will avoid major one-time increases in the operating budget. The life expectancy of these items can be estimated based on usage and manufacturer's recommendations.

VII-16 The Town of Grafton and Grafton Fire Department should take advantage of the fire apparatus and ambulance group purchasing system that is sponsored by the Fire Chiefs Association of Massachusetts (FCAM) and the Metropolitan Area Planning Council (MAPC). Municipalities may select a specific design and manufacturer from a pre-determined bid list and are not required to establish their own bid process. It is estimated that this group purchasing system will save approximately five to ten percent of the cost of a fire truck or ambulance (see www.mapc.org).

VII-17 The procurement of most of the Grafton Fire Department's future apparatus needs will normally be funded at the annual town meeting. However, in any given year, a federal Assistance to Firefighters Grant (AFG or FireAct) could also be pursued as a way to obtain funding. This is particularly true if the requested apparatus is going to replace more than one unit. If the AFG grant application is successful, then any already capital project funding can be cancelled.

FISCAL FORECASTING AND CAPITAL PLANNING

VIII-1 The Town of Grafton should review all fees on an annual basis for possible increases in accordance with state law.

VIII-2 The Town of Grafton should explore additional potential ways to generate revenue to offset the Fire Department's operating costs. Consideration could be given to billing insurance companies for response to motor vehicle accidents; registration fees for fire alarm systems; and, implementing fines for repeat false alarms.

VIII-3 The Grafton Fire Department should identify and prioritize its most critical equipment, training and/or operational needs, and apply annually to the Assistance to Firefighters Grant (AFG) program. This should include making applications for apparatus capital replacement projects that will otherwise be funded through the Town's capital budget and at town meeting.

VIII-4 The Town of Grafton should apply for a federal SAFER grant in 2019 for the salaries of the two (full time firefighter/EMTs recommended elsewhere in this report citing an attempt to better comply with the provisions of NFPA 1710/1720).

VIII-5 The Grafton Fire Department should prioritize its fire prevention and public fire education needs and apply annually to the Fire Prevention and Safety Grant (FP&SG) program.

VIII-6 The Town of Grafton and Grafton Fire Department should actively search for other grant opportunities. Grants for fire protection, fire safety, fire prevention, domestic and emergency preparedness, and homeland security may be available from federal, state, corporate, and foundation sources.

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VIII-7 The Grafton Fire Department should actively seek out businesses that may be interested in establishing public/private partnerships that could provide, or assist with, funding for various programs, projects, or initiatives.

VIII-8 The Grafton Fire Department should establish a formal replacement plan for equipment. The regular replacement of large cost items such as hose, ladders, PPE, portable radios, AEDs, and even SCBA on an incremental basis will avoid major one-time increases in the annual operating budget where such purchases should be funded. For instance, the hose and ladders on one vehicle can be replaced in the next fiscal year, another the following year, etc. The life expectancy of these items can be estimated based on usage and manufacturer's recommendations. Items such as hose and ladders can remain in service indefinitely, provided they continue to successfully pass their annual tests.

FIRE PREVENTION

IX-1 As part of the Grafton Fire Department's proposed reorganization, one of the primary responsibilities of the full time captain should be to serve as the department's fire prevention officer and ensure that all mandated inspections are completed at the required intervals, and allow the operation of a comprehensive, multi-faceted fire prevention program that includes periodic inspections (preferably on an annual basis) of all commercial/business occupancies and ongoing public fire education activities throughout the year.

IX-2 The Grafton Fire Department should continue to support training and professional development activities for department members in the fire prevention and fire inspection areas. This can include, among other endeavors, attendance at the Fire Prevention Association of Massachusetts, and Massachusetts Firefighting Academy. Credentialing at the Fire Inspector I, II, and III levels should be required for the captain and the career Fire Chief, should the Town decide to create that position. All additional full-time personnel should be required, at a minimum, to possess/obtain Fire Inspector Level I credentialing as a condition of employment. Call personnel should be encouraged to obtain this training/certification as well. The full-time captain should also be required to attend fire prevention and management courses at the National Fire Academy.

IX-3 Should the Town of Grafton decide to hire additional full-time, career personnel, the Grafton Fire Department should establish a formal in-service fire safety inspection program. The on-duty personnel can be assigned with the responsibility for "in-service" inspections to identify and mitigate fire hazards in buildings and to familiarize firefighters with the layout of buildings, identify risks that may be encountered during firefighting operations, and to develop pre-fire plans. On-duty personnel in many departments are assigned responsibility for permit inspections and public fire safety education activities. In order to establish an in-service inspection program, it will be necessary to:

- Train personnel on proper procedures (all personnel should be credentialed at least to the Fire Inspector I level recommended above);
- Develop standard operating guidelines for in-service inspections;
- Establish inspection schedules;
- Establish a system for documenting inspections and notifying property owners of fire hazards;
- Establish a follow-up inspection system to ensure that hazards have been mitigated; and
- Require on-duty personnel to conduct regular in-service inspections of all building construction sites in the town.

IX-4 The Grafton Fire Department should continue to update its website on a regular basis to provide its customers, and other interested parties, as much information as possible on fire safety, fire prevention, and the department as a whole. The department should also work actively to make on-line permitting, inspection scheduling, etc. a reality.

IX-5 The Town of Grafton should consider the adoption of a bylaw as permitted under MGL to allow enforcement action, including the issuing of fines/penalties for repeat false fire alarm activations.

IX-6 The Grafton Fire Department should make the delivery of year-round public fire safety education programs, in the schools, and throughout the community a top priority since this is the area where the fire service is most effective at preventing fires, injuries, and deaths. Personnel should be encouraged to obtain the Fire and Life Safety Educator certification issued by the state fire marshal's office.

IX-7 The Grafton Fire Department should continue to maintain and enhance its library of fire prevention reference materials, including maintaining online subscriptions such as NFPA and its professional subscriptions.

IX-8 The Grafton Fire Department should consider participating in the red and blue joint fire investigation team program in a collaborative endeavor with other local fire departments and the Grafton Police Department. This would allow routine fire cause and origin investigations to be conducted by local area public safety personnel. In most cases the "red" component, fire personnel, are a regional resource, while the "blue" component, police personnel, are from the local jurisdiction. When necessary, the State Fire Marshal can still be requested to assist with large or complex fire investigations or when specialized investigative resources are required (such as an accelerant detection dog). The State Fire Marshal's Office is also automatically called in for fires that result in a fatality.

Benchmarking and Comparative Analysis

X-1 The Grafton Fire Department should make it a priority to improve its information gathering and management capabilities regarding the entry of a wide range of data pertinent to department operations which will in turn allow the development of statistics to evaluate the department's operations in comparison with nationally recognized benchmarks, and locally established goals and objectives.

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**BOARD OF SELECTMEN
MEETING AGENDA**

November 6, 2018
Municipal Center, Conference Room A
6:00 p.m.

A regular meeting was called to order at 7:00 p.m. Present were Chairman Sargon Hanna, Jennifer Thomas, Clerk, Bruce Spinney, Craig Dauphinais and Edward Prisby. Also present, Rebecca Meekins, Assistant Town Administrator.

ANNOUNCEMENTS

Chairman Hanna read the following announcements: Grafton's Annual Amazing Turkey Challenge will take place November 17th at 10 a.m. For more information or to register your team visit GraftonRec.com. The Small Stones Festival of the Arts, a collaboration of Apple Tree Arts, the Worcester County Camera Club and the Blackstone Valley Arts Association will be held November 9th – 11th in the Great Hall, One Grafton Common – Apple Tree Arts. For more information visit smallstonesfestival.org. Town Offices will be closed Monday November 12th in observation of Veteran's Day. Your Curbside collections (trash and recycling) will be delayed one day.

SCHEDULE

Vote to Sign MSBA Feasibility Study Agreement for North Street Window Project: Peter Carlson, School Committee Chair and Dan Gale, School Finance Director were present and gave a brief overview. The cost so far was \$62,000 and they expected to get back 52% of the cost. A motion was made by Mrs. Thomas to authorize the chairman to sign the MSBA Feasibility Study Agreement for the North Street Window Project. Motion seconded by Mr. Prisby. Motion carried 5-0.

RESIGNATIONS

A motion was made by Mr. Spinney to accept the resignation of Steve Lawrence, Election Worker. Motion seconded by Mrs. Thomas. Motion carried 5-0.

APPOINTMENTS

Board of Selectmen

A motion was made by Mr. Spinney to appoint Wendy Reid and Amy Marr as election workers. Motion seconded by Mrs. Thomas. Motion carried 5-0.

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48 **Town Administrator**

49 Ms. Meekins stated that Peter Gagne was interviewed along with other candidates.
50 Both, Paul Cournoyer, DPW Director and Kevin Gallagher, Highway Superintendent
51 recommended Mr. Gagne to the Town Administrator. He had years of experience, he
52 got his CDL license and worked as a snow plow contractor over the years. A motion
53 was made by Mr. Spinney to appoint Peter Gagne as a DPW Heavy Equipment
54 Operator. Motion seconded by Mr. Dauphinais. Motion carried 5-0.
55

56 A motion was made by Mrs. Thomas to appoint John P. Kelley as a Part Time Access
57 Assistant/Booth Operator. Motion seconded by Mr. Spinney. Motion carried 5-0.
58

59 **NEW BUSINESS**

60 **116R North Street – Vote to Waive 61B Requirement / Vote to Sign Waiver Notice**

61 Attorney Lawrence Army was present to represent the property owner Joseph
62 Babowitch. The law states that the owner must notify the Board of Selectmen 90 days
63 in advance of a foreclosure sale for a property in 61B, which is land deemed to be
64 recreational land. The foreclosure sale happened without noticing the Board and the
65 current owner plans to keep the property in 61B. The request this evening was to waive
66 the requirement so the owner could get a clear title to the property. The notice for this
67 foreclosure sale would not have allowed the Board of Selectmen a right of first refusal,
68 as when the property were coming out of 61B. Ms. Meekins noted that if the current
69 owner wished to remove the property or sell the property from 61B, they would then be
70 required to notice the town and the town would then receive the right of first refusal. A
71 motion was made by Mr. Prisby, to waive the 61B Requirement for 116R North Street
72 and Sign the Waiver Notice. Motion seconded by Mr. Spinney. Motion carried 5-0.
73

74 **Vote to Sign Salt Contracts – Morton Salt Inc & Champion Salt, LLC**

75 These contracts were for the purchase of road salt for the upcoming winter season. It
76 was noted that the town was part of a collaborative for this purchase. A motion was
77 made by Mr. Dauphinais to sign the salt contracts with Morton Salt for \$48.58 per ton
78 delivered and Champion Salt, LLC for \$51.97 per ton delivered. Motion seconded by
79 Mr. Prisby. Motion carried 5-0.
80

81 **DPW Building Committee Project Update**

82 Andy Deschenes and John Bechard were present to give an update on the DPW
83 Building project. Bids were received for the building, Mr. Bechard reviewed the
84 documents and the bid alternates noting 8 bids were received. Mr. Bechard reviewed
85 some of the options that the committee was considering to stay within the budget. They
86 also felt this way they'd get better options and prices. The Committee felt if they went
87 with the base bid and the salt shed, they'd be able to move forward with no setbacks
88 and they'd be looking at 10.5 million. It was noted that going back to Town Meeting for
89 additional funds, possibly using some Chapter 90 funds or the consideration of
90 Stabilization funds were the other three options. Mr. Bechard and Mr. Deschenes would
91 be returning at a later date for final contract approval/signature, this was just an update
92 and a request for input from the Selectmen.
93
94

Renaming of Land – Churchill Meadows

Mrs. Thomas as a member of CPC gave the background on this items. Years ago the land was purchased from the Churchill's. The funds were from CPC and the Grafton Land Trust. Traditionally, land that was not donated to the town was not named after someone. Therefore, by recommendation of the Grafton Land Trust, and the Community Preservation Committee the Board was asked to formally name the property currently known as Churchill Meadows to the Great Meadows Gateway. A motion was made by Mr. Dauphinais to rename the property located at 114 Merriam Road, Great Meadows Gateway. Motion seconded by Mrs. Thomas. Motion carried 5-0.

SELECTMEN REPORTS

Mrs. Thomas noted an Open Space Master Plan meeting would be held next week. They would be going over the draft open space master plan. Mr. Dauphinais said the EDC had been working on program to promote shopping local, "ShopGrafton" was their catch phrase. John Allen would be present at an upcoming meeting to promote the event and recognize the students who designed the logo.

TOWN ADMINISTRATOR REPORTS

Ms. Meekins noted that Mr. McNerney was negotiating a lease with St. Andrews church for the temporary relocation of the library. The lease would be on the November 20th agenda. The pole petition which was before the selectmen earlier had been withdrawn as it was being placed on private property. On November 13th the Grafton Cultural Council and the Soldiers Memorials Trustees would be in to give their updates. Ms. Meekins reviewed the items scheduled for the November 20th meeting. Being the Week of Thanksgiving, the board was contemplating moving items to the 13th of November.

CORRESPONDENCE - None

DISCUSSION - None

MEETING MINUTES - None

At 8:00 p.m. A motion was made by Mr. Spinney to adjourn the meeting. Motion seconded by Mrs. Thomas. Motion Carried 5-0.

EXECUTIVE SESSION

MGL Chapter 30A, Sec. 21(3)
Litigation Update
Litigation Strategy
Union Negotiations
Land Negotiation
Non Union Negotiations
Strategy for Negotiations
Minutes

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ADJOURN